

LEADERSHIP COUNCIL

Tom Schwedhelm, Chair
Mark Krug, Vice Chair
Julie Combs
Susan Gorin
Lynda Hopkins
Gabe Kearney
David Kuskie
Rebekah Sammet
Don Schwartz



LEAD AGENCY

Sonoma County
Community Development Commission
1440 Guerneville Road
Santa Rosa, CA 95403

STAFF CONTACT

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Leadership Council
October 24, 2019 | 1:00 p.m. – 4:00 p.m.
Sonoma County Community Development Commission
1440 Guerneville Road | Santa Rosa, CA 95403

Agenda

- 1. CALL TO ORDER**
- 2. ROLL CALL**
- 3. APPROVAL OF CURRENT AGENDA**
- 4. GENERAL PUBLIC COMMENT FOR ITEMS NOT ON THE AGENDA**

The public is invited to make comments on items within the Leadership Council's jurisdiction that are not listed on the current agenda for up to 15 minutes. Public Comment may be up to 3 minutes, at the Chair's discretion. Any additional general public comment will be heard at the conclusion of the meeting. While members of the public are welcome to the Council under the Brown Act, the Council may not deliberate or take action on items not on the agenda.

5. APPROVAL OF MINUTES

- A. August 22, 2019 Leadership Council Meeting Minutes
- B. September 26, 2019 Special Meeting Minutes

6. REGULAR CALENDAR

- A. Informational Items
 - i. Presentation from Lahela Mattox, California Business, Consumers Services, and Housing Agency on State Homeless Housing, Assistance and Prevention (HHAP) Program Funding
 - ii. Presentation from Josh Rosa and Sohab Mehmood, California Housing and Community Development on Current State Funding
- B. Action Items
 - i. Approve Evaluation Task Group as Ad Hoc Committee and approve redesign of Data Initiatives Task group to Performance Management and Data Initiatives Task Group
 - ii. Approve Evaluation Task Group recommendations on reallocated HEAP capital funding
 - iii. Coordinated Entry Evaluation Update & Policy Recommendations
 - iv. Brown Act Compliance Follow-up

7. REPORTS

Leadership Council Chair

TAC Chair and Task Group highlights

8. EXECUTIVE DIRECTOR REPORT

- 9. ADJOURN** The next regular meeting of the Leadership Council will occur Thursday, December 19, 2019 at 2:00 p.m.

Attachments:

1. August 22, 2019 Leadership Council Meeting Minutes
2. September 26, 2019 Special Meeting Minutes
3. Memo – Evaluation Ad Hoc Committee and Performance Management and Data Initiatives Task Group
4. Memo – Evaluation Task Group Recommendations on Reallocated Homeless Emergency Aid Program funding
5. Memo – Coordinated Entry Policy Recommendations
6. Memo – Brown Act Compliance Follow-up

FUTURE MEETING DATES:

Thursday, December 19, 2019, 2:00 p.m. – 4:00 p.m., 35 Stony Point Road, Santa Rosa

In accordance with the Americans with Disabilities Act, if you require special assistance to participate in this meeting, please contact the Sonoma County Community Development Commission at (707) 565-7500 (voice) or (707) 565-7555 (TDD). Translators and American Sign Language interpreters for individuals with hearing disabilities will be available upon request. A minimum of 48 hours is needed to ensure the availability of translation services.

In accordance with Government Code §54957.5, any materials of public record relating to an agenda item that are provided to a majority of the members less than 72 hours before the meeting will be made available upon request at the Sonoma County Community Development Commission, 1440 Guerneville Road, Santa Rosa during normal business hours and will be posted online 72 hours prior to each meeting. Materials of public record that are distributed during the meeting shall be made available for public inspection at the meeting if prepared by the lead agency or a member of the legislative/advisory body, or within two business days after the meeting if prepared by some other person.

Agendas and supporting documents can be found at: sonomacounty.ca.gov/Homeless-System-of-Care/

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Leadership Council Meeting

August 22, 2019 | 2:00 p.m. – 4:00 p.m.

Lead Agency | Sonoma County Community Development Commission

City of Santa Rosa Utilities Field Operations Center

35 Stony Point Road Training Rooms A & F | Santa Rosa, CA 95401

Minutes

1. Call to Order:

Tom Schwedhelm called the meeting to order at 2:04 p.m.

2. Roll Call:

Leadership Council Members Present: Susan Gorin, Mark Krug, David Kuskie, Julie Combs, Rebekah Sammet, Don Schwartz, Lynda Hopkins, and Tom Schwedhelm

Leadership Council Members Absent: Gabe Kearney

Home Sonoma County Staff Members Present: Geoffrey Ross, Michael Gause, Suzanne Whipple and Karissa White

Santa Rosa City Staff Members Present: Kelli Kuykendall

Approval of Agenda: Julie Combs requested clarity for Leadership Council members to add items to future agendas. Tom Schwedhelm reported items can be sent to the Chair and Community Development Commission staff Geoffrey Ross and Michael Gause until this process is outlined within the Governance Charter.

Tom Schwedhelm request a motioned to approve the agenda. David Kuskie seconded.

Ayes: Susan Gorin, Mark Krug, Lynda Hopkins, Don Schwartz, David Kuskie, Julie Combs, Rebekah Sammet, and Tom Schwedhelm.

Nays: None

Abstain: None

Absent: Gabe Kearney

3. General Public Comment:

Bruce Pearson commented about the Living Room and Homeless Action projects.

Adrienne Lauby commented about Brown Act meeting requirements and the Technical Advisory Committee meeting. She expressed concerns about an item's placement on the agenda relating to the SAVS project.

Judith lam commented on HEAP funding and expressed concern with the village projects and incomplete Leadership Council meeting minutes. She reported challenges associated with the project and stated the group was never informed of the impact of losing their fiscal sponsor.

Scott Wagner commented about the Community Development Commission's agency fiscal requirements for funding their specialized projects. He reported that the proposed project would spend 60% of their budget to provide quality case management.

Arlie Haig commented about the cooperation needed to provide services to the unsheltered and stated team work was needed for the SAVs project.

Teddie Pierce expressed her concerns with high expectations on creative projects, the lack of support needed for these new projects to flourish and struggles Homeless Action has faced with project start up.

Gale Simons commented about her work supervising a safe parking program operated through Homeless Action, run by volunteers, and the success of the program. She requested the need for small communities throughout the county for people experiencing homelessness that bring services to the people.

Anita LaFallotte commented about successes of previous encampments and their problems. She expressed concerns about the heat and the complete lack of cooling stations for people outside.

Gillian Haley commented about the amount of money awarded to the county for the homeless emergency and the number of people that will be housed through awards. She expressed her concerns with the administration of contracts for the villages' projects and offered three structural solutions that could support these types of creative projects.

Alice Linn expressed her support for village and safe parking projects. She commented about challenges people experiencing homelessness with disabilities encounter when sharing living space with many other people and the costs associated with accommodations for people living in shelter.

Pat Nicholson expressed concerns with regard to funding and the Homeless Action projects. She commented about the hard work of Homeless Action and the need to call these projects a pilot to provide an alternative form of housing for people outside.

Celeste Austin commented about her employment experience with local non-profits. She reported that there is a need in the community to expand and develop innovative projects, such as safe parking and huts, in smaller venues to provide temporary places for people to live.

Thomas Ells commented about the increase of people experiencing homelessness who are over 50 years old and the need to fund projects that support this population.

- 4. Approval of Minutes:** Leadership Council meeting of July 8, 2019. Don Schwartz noted that there were two Community Development Commission (CDC) staff action items excluded from the July 8th minutes:

Consent item: Adoption of Required Scoring for FY 2019 Continuum of Care Competition Renewal Projects needs to include the following CDC Staff action item:

Continuum of Care Coordinator Michael Gause will contact the Sonoma County Law Enforcement's Chief's Association to request participation of all law enforcement departments, county-wide, to develop outreach standards.

Regular Calendar: Receive and Accept the Evaluation of Sonoma County's Coordinated Entry system from Technical Assistance Collaborative, Inc.:

The Community Development Commission will provide quarterly updates of the *Geographic Distribution of PIT, CE Access and CE Referrals* data outlined on page 22 of the Coordinated Entry Evaluation.

Approval of the Minutes: Don Schwartz moved to approve the minutes as amended to include the two CDC staff action items. Mark Krug seconded the motion.

Ayes: Tom Schwedhelm, Rebekah Sammet, David Kuskie, Julie Combs, Susan Gorin, Lynda Hopkins, Mark Krug, and Don Schwartz

Nays: None

Abstain: None

Absent: Gabe Kearney

Motion passes.

5. Consent Calendar:

No Items.

6. Regular Calendar:

A. Informational Items: None

B. Action Items:

a. Approve Final Priority Rankings for new and renewal projects in FY 2019 Continuum of Care (CoC) Competition

HomeBase's Eli Hamilton and Continuum of Care Coordinator Michael Gause provided an overview of the final priority rankings for the local FY 2019 CoC Competition. Performance Measurement and Evaluation (PME) Task Group Chair Angela Struckmann provided an explanation on the ranking decisions and scoring for the three new projects that applied for funding.

Mark Krug informed the Leadership Council members of his experience with CoC funding and the complexity of the funding stream; noting the knowledge of the Continuum of Care Coordinator Michael Gause, and the perfect score received on the FY 2018 CoC application for

the method developed for ranking and rating projects. Julie Combs requested clarification for the project ranked at #12 that was marked as “incomplete” with the Sonoma County Housing Authority. Michael Gause informed the LC of the hardships this project faced with their execution of the grant agreement with HUD and the MOU delays that were required to work with local Federally Qualified Health Centers. The PME Task Group recommended this project because they had not yet operated with a full year of funding. Upon request, CDC staff confirmed that cost per outcome was calculated within the overall scoring of all projects. LC members were informed that geographic equity is not a HUD priority and was not factored within the overall project scores; a majority of the CoC funds are allocated to existing projects throughout the County and anyone residing in the County, who qualifies and is the most vulnerable, has access to these projects. LC members Lynda Hopkins, Susan Gorin, and Don Schwartz stressed the importance of geographic equity for projects and access to Coordinated Entry (CE). Geoffrey Ross Executive Director of the CDC provided a brief overview of the County’s work with California Policy Lab, including analyzing data from Coordinated Entry, to evaluate some of these issues. Don Schwartz pointed out the need to have updated access reports for CE each quarter and the importance of analyzing this data.

Tom Schwedhelm requested information on the matrix that will be used to measure the HMIS Expansion project. Michael Gause informed the Council that, if awarded, this grant will provide increased staffing capacity for the system, which would include additional user trainings and support (currently operating with one staff for over 300 users), and will be evaluated within the Data Initiatives Task Group. Challenges with the current HMIS system were discussed, and the Council was informed of the process with the Data Initiatives Task Group to bring in additional data points they would like to see captured within the system.

Tom Schwedhelm requested one of the Leadership Council members’ involvement in the PME Task Group to have a better understanding of the evaluation process. The Chair will send a recommendation to the CDC, outlining which LC member will attend the next PME Task Group meeting for project evaluations.

Approval Final Priority Rankings: Tom Schwedhelm entertained a motion to approve the Final Priority Rankings for new and renewal projects in FY 2019 Continuum of Care (CoC) Competition. Julie Combs made a motion to approve the rankings. Don Schwartz seconded the motion.

Ayes: Tom Schwedhelm, David Kuskie, Julie Combs, Susan Gorin, Lynda Hopkins, Mark Krug, and Don Schwartz

Nays: None

Abstain: Rebekah Sammet

Absent: Gabe Kearney

Motion passes.

b. Adopt Home Sonoma County Interim Governance Charter and continue subcommittee appointments

Continuum of Care Coordinator Michael Gause provided an overview of the draft version of the Governance Charter, noting the importance of the interim document and the requirement to submit with the final Continuum of Care Application in September. The LC was provided a list of unresolved topics that would need to be reviewed at a later date within the Governance Charter Subcommittee. CDC's Executive Director Geoffrey Ross informed the LC of the upcoming strategic planning process, which will address some of the unresolved governance issues that can be reflected within the revised charter.

Don Schwartz requested to not include the following proposed language within the charter: "Additional members will include funders with the necessary authority to participate in enacting structural change." Julie Combs stated that funders are represented within the Technical Advisory Committee and would not agree to move this forward. Tom Schwedhelm informed the LC that these items are not up for discussion and they will be addressed later within the Governance Charter Subcommittee.

Don Schwartz questioned CDC's staff capacity to staff the task groups, LC, and the TAC. CDC staff confirmed they are currently at capacity, any additional work would be considered over capacity.

Don made a motion to add one representative to the Leadership Council from a smaller or medium city to be appointed by the Mayors' and Councilmembers' that may be an elected official or staff, changing the total number of TAC members on the LC to three.

No second.

Susan Gorin noted the suggestion is good and the admirable job Don is doing representing the smaller cities but noted the body was originally created with a preference of representation from elected officials. She suggested bringing this to the LC with a focus on elected officials versus staff to have the discussion.

Rebekah Sammet noted Don's seat was elected through the TAC, and once the term ends, the smaller cities will have no direct representation. She expressed her support for this representation on the LC.

Julie Combs reported mixed feelings on the subject, noting the County Supervisors representation, which includes the smaller cities.

Lynda Hopkins commented on the lack of understanding a Supervisor may have in smaller districts; they are not always familiar with what is going on within their City Council meetings, although it is the intention to represent all of the cities. Supervisor Hopkins noted her support to add this seat to the LC (after reaching out to the smaller cities and council members), the need to have the same representation from the TAC on the LC, and suggested to add an additional seat to the LC.

Tom Schwedhelm expressed his concerns with changing the structure of the LC in its infancy and the lack of knowledge the smaller jurisdictions have with regard to HUD funding. Chair Schwedhelm stated he is not in favor of this at this time as the original body was created to include five elected officials' from the HUD entitlement jurisdictions. He informed the group that these topics are still being reviewed within the Governance Charter Subcommittee and have not been vetted through this process as of yet and the smaller cities have not been engaged in these topics yet.

Susan Gorin reports that she remains open to the idea of adding this seat and eliminating one of the TAC seats.. Don Schwartz reported the current structure revolves around HUD guidelines and smaller cities can be overlooked, and there should be no financial contribution required to participate. Julie Combs noted the language within the current governance charter that allows for the Petaluma seat to be voted in by the Mayors' and Councilmembers' Association if they (Petaluma) chose not to participate.

Mark Krug does not agree to support the motions made as he would like to see this go back to the Governance Charter for review.

Tom Schwedhelm requested Don Schwartz to reinstate his motion, noting the second from Rebekah Sammet.

Don Schwartz made a motion to add at the bottom of page 7 the following language: one representative of the seven smaller cities to be appointed by the Mayors' and Councilmembers' at their first opportunity, position may be elected official or staff, taking one of the 4 allocated TAC positions.

Ayes: None

Nays: Tom Schwedhelm, Mark Krug, David Kuskie, Susan Gorin, Julie Combs, Lynda Hopkins and Susan Gorin

Abstain: Rebekah Sammet

Absent: Gabe Kearney

Motion fails.

Susan Gorin left the meeting at 3:32 p.m.

LC members discussed their concerns with scheduling of the Governance Charter Subcommittee. It was noted the subcommittee had not met since January. Geoffrey Ross confirmed that the LC meeting can have an extended time to discuss governance charter issues. LC Chair and/or Vice Chair offered support if needed to schedule the next meeting.

Public Comment:

Gregory Fearon commented about task groups being standing committees, which should be subject to the Brown Act.

Alice Linn commented about the task groups and reported their intentions of being standing committees. She expressed concerns about the decreased number of Technical Advisory Committee meetings and the reduced participation from members of the public. She expressed concerns about the task groups being closed to the public.

Don Schwartz requested clarification on term limits with current LC Members. Michael Gause confirmed that CDC will provide this information during the next regularly scheduled LC meeting.

Don Schwartz motioned to add additional language on page 33: upon the vote of two members of the Leadership Council, any item can get added to the Leadership Council agenda for discussion or consideration. Julie seconded the motion.

Don Schwartz motioned to include the following language: minutes of the Leadership Council will document all actions and directions provided by the Leadership Council. Julie Combs requested an amendment to the motion, describing action minutes as brief and not substantial; requesting a recording to be made available online when possible. Julie Combs seconded the motion with the addition of the recording to be made available online when possible.

Until CDC staff can make recordings available online, copies can be made upon request. Tom Schwedhelm will work with CDC staff to schedule meetings in Santa Rosa City Council Chambers for recording purposes.

Ayes: Tom Schwedhelm, Mark Krug, David Kuskie, Don Schwartz, Julie Combs, Lynda Hopkins and Rebekah Sammet

Nays: None

Abstain: None

Absent: Gabe Kearney and Susan Gorin

Motion passes.

Don Schwartz requested an item for future discussion for shared costs associated with agency expenses on page 16 of the report, recommending this topic remained tabled until representation of the LC members has been addressed.

Mark Krug made a motion to strike the entire section on alternative members' on page 33, requesting no alternative members for the Council.

No Second.

Mark Krug made a motion to approve the initial six task groups as standing committees.

Julie Combs seconded the motion.

Discussions were held between LC Chair and CDC staff with regard to County Counsel's input on the task groups. Geoffrey Ross confirmed these groups are still considered ad hoc as they have not operated over one year. If these bodies move forward as standing committees, they will be subject to Brown Act; noting the concerns with the Performance Measurement and Evaluation Task Groups and some items that will need to be discussed within closed session. CDC Staff will follow up with County Counsel on this item.

CDC staff stated that task group meetings may occur less frequently due to staff capacity if meetings are all subject to Brown Act requirements. Members discussed the possibility of including staff support from other participating agencies in the future if the CDC needs additional support and discussed the possibility of reducing the amount of groups that meet. Tom Schwedhelm expressed concerns about the potential declining progress of the groups to meet the expectations of the Brown Act.

Tom Schwedhelm requested a roll call vote of the motion to approve the initial six task groups and the Steering Committee as standing committees.

Ayes: Mark Krug, David Kuskie, Julie Combs, Lynda Hopkins, Don Schwartz and Rebekah Sammet

Nays: Tom Schwedhelm

Abstain: None

Absent: Gabe Kearney and Susan Gorin

Motion passes.

Julie Combs requested clarification on how legal counsel was selected for the Leadership Council, noting it was not outlined within the Governance Charter. Per CDC staff, Office of the Sonoma County Counsel has provided representation to both the County and CDC in their respective roles on the Leadership Council – as electeds on the Council, as well as the lead agency staffing the Council. County Counsel has not advised other jurisdictions with regard to their legal questions. When questions have arisen that may impact the entire Council (Brown

Act or conflicts questions, e.g.), County Counsel has shared thinking with the City of Santa Rosa County Counsel.

Approval of Home Sonoma County Interim Governance Charter: Tom Schwedhelm entertained a motion to approve the Interim Governance Charter. Julie Combs moved to approve the charter as amended. Mark Krug seconded.

Ayes: Tom Schwedhelm, Mark Krug, David Kuskie, Julie Combs, Lynda Hopkins, Don Schwartz and Rebekah Sammet

Nays: None

Abstain: None

Absent: Gabe Kearney and Susan Gorin

Motion passes.

c. Receive initial report on Home Sonoma County Strategic Planning Process

CDC Executive Director Geoffrey Ross provided an update on the strategic planning process and the three phases of activity involved. The CDC entered into an agreement with Focus Strategies, a consultant, to facilitate this process. The Council and members of the public were notified of the upcoming Leadership Council Special Meeting with Focus Strategies and a member from The Interagency Council on Ending Homelessness. The CDC will partner with members from the State and federal agencies to lead this effort.

Public Comment:

Paul Carrol commented about the need for additional permanent supportive housing units and the homeless emergency in the County. He expressed the urgent need to create more units beyond funding shelters.

7. Reports:

Technical Advisory Committee Chair Dan Schurman provided an update on the progress of the working task groups, noting all groups have drafted charters.

Mark Krug commented on the differences of Housing Production and Rapid Rehousing. CDC staff confirmed this is also questioned within the Housing First Coordinated Entry Task Group and may be addressed in the future. TAC Chair Dan Schurman noted capacity issues that could arise if these groups are split up.

Don Schwartz pointed out the Emerging Issues Task Group notes from June included a proposed training for Santa Rosa Police Department and the Sherriff's Department.

8. Executive Director Report:

CDC Executive Director Geoffrey Ross provided an update on the scheduled awards for State HEAP funding and that five projects that are not able to move forward at this time. The CDC will work with the Performance and Measurement (PME) Task Group to identify previously awarded projects that did not receive full funding from the FY19-20 Homeless Funding and provide recommendations on how to reallocate the remaining funds. The PME Task Group will meet in September and bring their recommendations back to the LC in October, in order to enter into contracts by the November date originally identified to meet the grant's expenditure requirement.

CDC Action Item Summary:

1. Develop plan to consider geographic equity within CoC NOFA
2. Work with LC Chair to identify an LC member to attend PME Task Group meetings
3. Convene Governance Charter Subcommittee to address small cities representation
4. Two LC members can add items to future agendas
5. All task groups are now standing committees. CDC will look into rules for Brown Act closed session meetings for the PME task group.
6. Minutes will reflect all action items for CDC staff and decisions/directions of the LC
7. Recordings will be made available upon request by CD until CDC staff can post the recordings/videos online
8. Provide term limits for current LC members at the next regular meeting
9. Provide quarterly update on access reports for CE for the October LC meeting

Tom Schwedhelm asked the Governance Charter (GC) Subcommittee make a recommendation to address the issue with smaller city representation at the LC as a standalone item or with other GC approval items brought forth to the LC.

Julie Combs also noted her previous request for ranked projects to include projected costs per person and how many clients served.

Upon the request of Julie Combs and Don Schwartz, Geoffrey Ross provided background information as on the Living Room's two projects with Homeless Action would not move forward for funding. Executive Director Ross provided an explanation of the Living Room's decision to withdraw their commitment of financial sponsorship, which deemed the agency ineligible as they were not able to meet the original threshold requirement of two years of financial or audited statements. CDC reported the continued work with the agency to address technical issues for future funding rounds. Significant items were considered with regard to the advancement of funds, the way the funds would be used, and their ability to account for the requested funds. No new fiscal sponsor has been identified to sponsor this project with the newly formed SAVS agency. These standards were established for the funding requirements of the NOFA, considered standard for the use of other Federal and State funds, and were threshold requirements for all other applicants.

Public Comment:

Gregory Fearon, Secretary/Treasurer for SAVS, commented about his work to provide all documentation to the CDC.

Adrienne Lauby commented about the last Leadership Council meeting discussion to advance funds to SAVS for their project and the requested budget.

Thomas Ells commented about the two year financial statement requirements of agencies and spoke about another agency that could be the fiscal sponsor for SAVS.

Scott Wagner commented about his discussion with CDC staff and the State. He also commented about the Living Room's minimal contribution to the project.

Julie Combs made a motion to authorize Sonoma Applied Village Services, also known as SAVS, to be the direct grantee of the two village projects and that CDC begin negotiations with SAVS for contract that would allow for reimbursement of up to \$60,500 in acquisition funds. A fiscal sponsor will need to be secured by January 1, 2020. Don Schwartz seconded the motion.

Julie Combs noted her motion was for reimbursement of funds and not the advancement of funds.

Tom Schwedhelm requested a roll call for the motion.

Ayes: Julie Combs, David Kuskie and Rebekah Sammet

Nays: Tom Schwedhelm and Don Schwartz

Abstain: Mark Krug

Absent: Gabe Kearney, Lynda Hopkins, and Susan Gorin

Motion passes.

9. ADJOURN: The meeting was adjourned at 4:45 p.m. by Chair Schwedhelm.

Respectfully Submitted,

Karissa White, Senior Community Development Specialist

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Leadership Council Special Meeting

September 26, 2019 | 12:00 p.m. – 3:00 p.m.

Lead Agency | Sonoma County Community Development Commission
100 Santa Rosa Ave. | Santa Rosa, CA 95404

Minutes

1. Call to Order/Roll Call:

Tom Schwedhelm called the meeting to order at 12:00 p.m.

Leadership Council Members Present: Susan Gorin, Mark Krug, David Kuskie, Gabe Kearney, Rebekah Sammet, Don Schwartz, Lynda Hopkins, and Tom Schwedhelm

Leadership Council Members Absent: Julie Combs

Home Sonoma County Staff Members Present: Geoffrey Ross, Michael Gause, Chuck Mottern, Allison Mayer, Suzanne Whipple and Karissa White

Santa Rosa City Staff Members Present: David Gouin and Kelli Kuykendall

Approval of Agenda: Don Schwartz motioned to approve the agenda. Mark Krug seconded.

Ayes: Susan Gorin, Mark Krug, Lynda Hopkins, Don Schwartz, David Kuskie, Gabe Kearney, Rebekah Sammet, and Tom Schwedhelm

Nays: None

Abstain: None

Absent: Julie Combs

2. General Public Comment:

None.

3. Strategic Planning Workshop:

U.S. Interagency Council on Homelessness Regional Coordinator Helene Schneider provided an overview of federal priorities and policies related to homelessness. Focus Strategies staff Jaclyn Grant and Kate Bristol provided an overview of the strategic plan process and successes in other communities. The Strategic Plan will have three separate stages. In the current initial stage, Focus Strategies will compile an analysis of gaps and strengths within the current system of care.

Leadership Council Member Feedback/Suggestions:

Gabe Kearny:

- Investments in Early intervention/prevention
- Advocate at the State level
- Redevelopment funds needed to create housing opportunities
- Provide funding to a non-profit try a new project to test it

Don Schwartz:

- Final Strategic Plan: outlines responsible parties/resources required/timeline
- Assessment of geographic equity of services/projects
- Review current governance structure/staff support/functionality
- Honest/straightforward assessment about what is not working
- Include Coordinated Entry with this process

Lynda Hopkins:

- Need for Collaboration and wrap around services (like the IMDT ACCESS Initiative)
- Identify system gaps to advocate for funding on a State/Federal level
- Commitment of sharing resources with same values/principles/Leadership Council buy-in
- County-wide CDC/merged Housing Authorities
- Geographically look at homelessness per capita
- Develop policies for encampments

Susan Gorin:

- Adequate funding for Sonoma County Behavioral Health
- Partner housing with wraparound behavioral health services
- Solutions for urban and rural (not one size fits all)
- Build relationships/shared understanding with City Councilmembers' and Board of Supervisors'

Mark Krug:

- Simple system for prevention/diversion
- Permanent solutions to resolving homelessness/achieving functional zero
- Look into best practices of other communities with success that reflect our geography
- Collect feedback from people with lived experience

Rebekah Sammet:

- Focus on successful projects/duplicate the projects that are successful
- Increased wages for staff/professional experience needed
- Look into costs of funding projects staffed with professionals

Tom Schwedhelm:

- Develop a set of principles for funding decisions (funds outside LC)/County-wide goals working towards functional zero

- Effective system: Role of the lead agency/other parties directing resources (who is involved)
- How to hold regional accountability for the shared responsibilities of homelessness
- Greatest resource is the Technical Advisory Committee: what is working what is not/ Focus Strategies should be heavily engaged with TAC
- Study other communities that have reached functional zero

David Kuskie:

- Increase housing vouchers
- Invest in case management, behavioral health, and substance abuse case management

4. ADJOURN The meeting was adjourned at 2:25 p.m.

Respectfully Submitted,
Karissa White, Senior Community Development Specialist

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October 17, 2019

TO: Home Sonoma County Leadership Council

FROM: Michael Gause, Ending Homelessness Program Manager

RE: Item 6bi: Approval of Evaluation Task Group as Ad Hoc Committee and redesign of Data Initiatives Task Group to Performance Management and Data Initiatives Task Group

In this consent item, Home Sonoma County staff recommend the Leadership council approve the restructuring of two Task Groups, the Performance Management & Evaluation Task Group and the Data Initiatives Task Group. In order to streamline policy, performance, and funding recommendations, staff recommend approval of the Evaluation Task group as an Ad Hoc Committee that only meets with the specific purpose of making funding recommendations to the Leadership Council on an as-needed basis. Staff also recommend that the Data Initiatives Task Group includes oversight of performance management, including development of policies for annual funding competitions tied to analysis of data and outcomes from HUD System Performance Measures and other local priorities. The Performance Measurement and Data Initiatives Task Group will remain a Brown Act body while the Evaluation Committee will meet on an as-needed basis not subject to the Brown Act.

Background

In January 2019, the Leadership Council approved six initial Task Groups, comprised of Technical Advisory Committee members and external subject matter experts, to provide focused recommendations on policy and funding for Leadership Council review and approval. Over the past ten months, these Task Groups have formed and begun to address various components of the homeless system of care. At its August 22nd meeting, the Leadership Council voted to make all Task Groups compliant with the Brown Act.

Recommendations

The Performance Management & Evaluation Task Group (PM&E) has focused on both developing funding policies for the annual local funding competition as well as the federal Continuum of Care Competition. The PM&E Task Group has also made funding recommendations directly to the Leadership Council. In order to ensure confidentiality of application review for future funding cycles, staff recommends that this committee be formed into an Ad Hoc Committee, which is activated only when funding cycles need expedient review and recommendations. The Evaluation Committee will receive approved funding policies and project performance data from the redesigned Performance Management and Data Initiatives Task Group (see below).

The Data Initiatives Task Group has focused primarily on review of system-wide data, including HUD System Performance Measures, Housing Inventory Count, and Longitudinal Systems Analysis (LSA) submission. In order to further integrate review of specific agency and project performance, staff recommends that performance management be added to this Task Group as a Brown Act body. Analysis of project and agency performance will be conveyed to the Evaluation Committee when needed for review of funding applications. The redesigned Performance Management and Data Initiatives Task Group will remain a public, Brown Act compliant body.

Impact

Approval of this item will result in more agile work performed by the Evaluation Committee while ensuring the impartiality of the committee's review process. In addition, the Performance Management and Data Initiatives Task Group will utilize analysis of data at the project and system level to ensure that policy and funding decisions are data-driven and tied to performance at the agency and project level.

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 Julie Combs
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October 17, 2019

TO: Home Sonoma County Leadership Council

FROM: Michael Gause, Ending Homelessness Program Manager and Angela Struckmann, Chair of Performance Measurement and Evaluation Task Group

RE: Item 6Bii. Approve Evaluation Task Group recommendations on reallocated HEAP capital funding

In this item, Home Sonoma County staff recommend approval of Evaluation Task Group recommendations on voluntarily reallocated Homeless Emergency Aid Program (HEAP) capital funding. \$1,100,000 in funding from three (3) projects was voluntarily reallocated from agencies who no longer wished to pursue projects approved for funding by the Leadership Council.

Background

On April 17, 2019, the Leadership Council approved final funding amounts for all FY19-20 Homeless Services awards. During the contracting process, three agencies voluntarily withdrew their applications and forfeited funding in the amount of \$1,100,000. The vast majority of these funds were from capital projects. Of the \$1,100,000, \$18,000 is from a different funding source (CSF) that cannot be used for capital projects.

Agency	Project	Type	Awarded	Forfeited
Casbar	Palms Inn	Renovations	\$475,000	\$475,000
The Living Room	Road to Home	Acquisition	\$475,000	\$475,000
The Living Room	Road to Home	Services	\$50,000	\$50,000
Goodwill Industries	Mental Health Peer Navigators	Services	\$100,000	\$100,000*
			\$1,100,000	\$1,100,000

The Evaluation Task Group met on September 30, 2019 to make determinations on how to most effectively reallocate this funding and meet HEAP regulatory guidelines in having at least 50% of all funding contractually obligated by January 1, 2020.

Memo: Item 6Bii. Approve Evaluation Task Group recommendations on reallocated HEAP capital funding

Projects with Reduced Funding in April

Evaluation Task Group members reviewed previous recommendations to the Leadership Council and came to consensus in prioritizing projects that had recommended funding levels reduced at the April 17, 2019 Leadership Council meeting. Task Group members also agreed that capital projects in need of additional funding should be prioritized in order to make progress on the goal of developing roughly 1,000 additional permanent supportive housing units needed for the ideal system of care.

Three (3) capital projects that had reductions from Evaluation Task Group recommendations to the Leadership Council in April were identified by Task Group members as projects that could immediately utilize additional funds expediently and successfully.

Agency	Project	Type	Request	Recommended	Awarded
PEP Housing	River City Senior Apartments	Pre-development	\$1,000,000	\$600,000	\$575,000
St. Vincent de Paul	Gold Coin PSH	Acquisition	\$2,500,000	\$2,000,000	\$1,475,000
Reach For Home	2 Home Purchase	Acquisition	\$1,250,000	\$900,000	\$825,000

Reallocating additional funds to these three projects would address critical gaps and result in approximately 120 units of permanent supportive housing for individuals experiencing homelessness, roughly 10% of our total PSH need. Reach for Home has modified its project to include a collaboration with Burbank Housing using a master lease. Burbank has acquired 39 units in Healdsburg, of which a total of 10 (assuming the additional funding) will be master-leased to Reach for Home, setting aside these units for exclusive referral and program utilization. Reach for Home will benefit from Burbank Housing's development and property management expertise, allowing Reach for Home to focus on service delivery to its clients.

Task Group members, by a vote of 6-1, recommend the Leadership Council reallocate funding as follows:

- Allocate \$400,000 to River City Senior Apartments for a total project award of \$975,000.
- Allocate \$500,000 to Gold Coin PSH for a total award of \$1,975,000
- Allocate \$182,000 to Reach for Home for a total award of \$1,007,000

An additional \$18,000 in funding will still need to be reallocated from CSF funds to an as-yet determined services project.

Memo: Item 6Bii. Approve Evaluation Task Group recommendations on reallocated HEAP capital funding

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October 17, 2019

TO: Home Sonoma County Leadership Council

FROM: Michael Gause, Ending Homelessness Program Manager
Barbie Robinson, Chair, Coordinated Entry & Housing First Task Group

RE: Item 6Biii. Coordinated Entry Evaluation Update and Approval of Policy Recommendations

INTRODUCTION:

Item 6Biii: Coordinated Entry Evaluation Update & Policy Recommendations

The Task Group requests approval of three policy recommendations made by the Technical Advisory Committee Coordinated Entry & Housing First Task Group to implement recommendations from the *Home Sonoma County Coordinated Entry Evaluation Report 2019*. This item also includes geographic referral and assessment data requested by the Council during its August 22, 2019, meeting.

BACKGROUND:

The 2019 Home Sonoma County Coordinated Entry Evaluation Report, produced by the Technical Assistance Collaborative in partnership with the Community Development Commission, was presented to the Leadership Council in July 2019. This report assessed the overall operations of the Coordinated Entry System in 3 key areas:

1. **Compliance** with Housing and Urban Development (HUD) requirements;
2. **Effectiveness** of the Coordinated Entry Infrastructure;
3. **Process Improvements** to the coordinated entry operations.

To date, the Coordinated Entry & Housing First Task Group has held three meetings to begin formulating recommendations for policy change. The below recommendations reflect the efforts to date to improve the CE system.

POLICY RECOMMENDATIONS:

The Coordinated Entry & Housing First Task Group is recommending three high priority policy changes that would enable Coordinated Entry to streamline operations in line with recommendations from the Technical Assistance Collaborative:

1. Review and enhance the primary assessment tool, VI-SPDAT
2. Review and adjust the prioritization of shelter in Coordinated Entry
3. Develop a mechanism for client appeals when denied placement in Permanent Supportive Housing

Memo: Item 6Biii. Coordinated Entry Update and Approval of Policy Recommendations

1. *Recommendation #1: Review and enhance the VI-SPDAT rather than adopting an entirely new scoring tool.*

The Task Group recommends modifications to the VI-SPDAT rather than adopting and deploying an entirely new tool. Under the leadership of the County's ACCESS Sonoma County Interdepartmental Multidisciplinary Team (IMDT) and the University of California Berkeley Policy Lab will develop recommended proposals for improving the VI-SPDAT tool. These recommendations will be brought to the Coordinated Entry & Housing First Task Group for recommendations to the Council. The IMDT currently works to provide collaborative and coordinated care management for homeless residents. It is through this work and their respective expertise in working with this population that they are well-equipped to lead efforts to enhance the VI-SPDAT to ensure equitable prioritization for individuals with mental/physical health conditions. The Task Group will begin this work in November 2019 and present a revised version of the VI-SPDAT to utilize system-wide in early 2020.

Rationale:

The current version of the VI-SPDAT is being used system-wide and users are familiar with it. However, there is consensus that the VI-SPDAT does not sufficiently address vulnerability for individuals with severe health conditions or mental illness. However, switching to a completely new tool would mean significant investment and resources for training staff across the county and would mean reassessing hundreds of individuals who have already been assessed.

The Technical Assistance Collaborative offered the following recommendation for review of the VI-SPDAT as the primary assessment tool: "Address stakeholder input to determine how and if the community should continue to employ the VI-SPDAT as the primary CE assessment tool."

In September 2019, the staff from the California Policy Lab met with the Coordinated Entry & Housing First Task Group to review data from the VI-SPDAT and receive feedback on strengths and weaknesses in the current approach. Several options were discussed:

- Continue to use the VI-SPDAT with no revisions
- Utilize a new, as yet to be determined assessment tool
- Enhance the VI-SPDAT with support from the California Policy Lab and County IMDT

2. *Recommendation #2: Review and adjust prioritization of shelter for a split of 50% referrals from Coordinated Entry and 50% at providers' discretion*

The Task Group recommends splitting referrals from Coordinated Entry on a 50/50 basis. 50 percent of all beds would be prioritized through Coordinated Entry based on vulnerability, and 50 percent would be up to providers' discretion. The Task Group will provide analysis of referrals (percentage from PSH/RRH and percentage from ES) at three and six month intervals to the Leadership Council.

Rationale:

Currently, referrals for the majority of emergency shelter beds flow through Coordinated Entry. Staff from the Technical Advisory Committee noted that “stakeholders were clear that there is an array of roles emergency shelter beds play in the community, but that reserving them all to accept referrals from the CE process hampers maximizing their use.” Coordinated Entry staff have also noted that this design directs the majority of staff time to manage referrals (90% to emergency shelter, thus leaving less time (10%) to manage critical permanent supportive housing and rapid rehousing referrals.

Based on feedback in the Evaluation Report and from stakeholders, Task Group members weighed the possibility of having a portion of shelter beds go through CE to continue sheltering the most vulnerable while having a portion of shelter beds available outside of CE for emergency night-by-night use. This could include emergency referrals from encampments for individuals who in immediate need of a bed.

Such a split in referrals would *increase* the ability of CE staff to better place individuals into permanent supportive housing and rapid rehousing and also make CE more agile by allowing agencies to fill beds more quickly in emergency situations. A downside to this could be a “back-door” effect in which agencies bypass Coordinated Entry more often. It could also cause confusion for individuals accessing shelter who are familiar with the current approach of utilizing CE for all shelter placement.

3. *Recommendation #3: Approve County Interdepartmental Multidisciplinary Team (IMDT) as review body for rejected referrals in permanent supportive housing*

The Task Group recommends that upon denial of a permanent supportive housing bed, an automatic review and appeal is generated to the County IMDT, comprised of staff from County Safety Net departments (Health, Behavioral Health, Probation, Human Services, Community Development Commission). County IMDT staff can provide a neutral review of any denial with diverse perspectives on additional supports/services that may be needed. If an appeal is upheld, the individual must be accepted and placed into the applicable permanent supportive housing bed. If an appeal is denied, the referral will go back to CE Case Conference to immediately identify another housing placement.

Rationale:

Current CE Policy states that if a program denial occurs, “the denial will be brought to a case conference and if the providers cannot agree to a resolution, the CoC Board will make the final decisions.” Technical Assistance Collaborative could not find evidence this process had been implemented and recommended that it be amended to create feasible process. With an average of 12 permanent supportive housing beds turning over each month, it is critical to ensure that clients who are denied access to a permanent supportive housing bed have means to address the rejection. Moreover, it is not feasible to bring appeals to the Leadership Council, and the current CE Case Conference Group is comprised solely of providers who are receiving referrals. Thus, a neutral body is needed for rare occasions when a rejection takes place.

Geographic Overview of Assessments and Referrals (Information Only)

At the August 22nd Leadership Council meeting, staff was asked to provide an update on the number of assessments and referrals in Coordinated Entry from the County's five geographic areas as compared to the 2019 Point In Time Count. Data collected below was collected from the first quarter of FY 2019-2020 (July 1 – September 30).

	Proportion of 2019 PIT	Proportion of CE Assessments	Proportion of CE Referrals
South County	15%	10%	10%
North County	8%	7%	1%
West County	11%	7%	8%
Sonoma Valley	5%	6%	3%
Santa Rosa	61%	70%	71%

A total of 738 unique assessments were conducted in the reporting period along with 350 unique referrals to emergency shelter, permanent supportive housing, and rapid rehousing. As compared to baseline data compiled in the Coordinated Entry Evaluation Report, Santa Rosa's share of assessments decreased 5% and referrals declined 6%, reflecting a small increase in assessment and referrals in other areas of the county.

Baseline Data (FY 2018)

	Proportion of 2018 PIT	Proportion of CE Assessments	Proportion of CE Referrals
South County	16%	10%	5%
North County	12%	6%	6%
West County	10%	7%	12%
Sonoma Valley	3%	2%	0%
Santa Rosa	59%	75%	77%

Staff will prepare a quarterly report on assessment and referral data based on geography at the January 2020 Leadership Council meeting.

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October 17, 2019

TO: Home Sonoma County Leadership Council

FROM: Geoffrey Ross, Executive Director

RE: Item 6Biv. Brown Act Compliance Follow-up

At the last Home Sonoma County Leadership Council meeting on August 22, 2019, under the Executive Director's Report, a discussion regarding the reallocation of HEAP funding resulted. In that discussion, a motion was made and a vote occurred that was not in accordance with the Ralph M. Brown Act. The motion related to the recommended reallocation of Sonoma Applied Villages (SAVS) funding under the HEAP awards for the Living Room/Homeless Action! projects that occurred on April 17, 2019. Since the discussion and corresponding motion were not incorporated in the actual agenda and were not noticed as such, the motion and corresponding vote was not in conformance with the Brown Act.

The motion in question was made by Leadership Council member Julie Combs during the Executive Director's Report and seconded by Leadership Council member Don Schwartz. The motion authorized SAVS to be the direct grantee of two projects. As well as instructed the Community Development Commission (CDC) to begin negotiations with SAVS for a contract that would allow for reimbursement of up to \$60,500 in acquisition funds with a fiscal sponsor in place by January 1, 2020. The motion carried 3-2:

Ayes: Julie Combs, Rebekah Sammet, David Kuskie

Nays: Tom Schwedhelm, Don Schwartz

Absent: Susan Gorin, Lynda Hopkins, Gabe Kearney

Staff recognizes that the motion and direction given were not in compliance with the Brown Act because it was not properly noticed ahead of the 8/22/19 meeting, however, staff has continued to operate within the spirit of the motion and has met with the SAVS team on several occasions to work in good faith towards the desired outcomes. Accordingly, Staff believes it is necessary to call attention to the fact that the motion and vote were not conducted in conformance with the Brown Act and believe that the Leadership Council, at its discretion, can formally direct staff how to proceed in conformance with the Brown Act. Absent any action, per previous Leadership Council Direction, all public services applicants must demonstrate a clear path forward by November 30, 2019, or their funding is to be recaptured and reallocated to ensure that all expenditure requirements are met.

To clarify what is possible regarding the ability to advance funding, only upon the full compliance with the procurement that was conducted, along with meeting the requirements of the California Environmental Quality Act (CEQA), no funding can be released. This means all

Memo: Item 6Biv. Brown Act Compliance Follow-up

conditions of eligibility must be met and the project is fully defined. The project is defined by both its capital improvements and corresponding services. Under CEQA, funding cannot separate between the services and the capital improvements since they are part of the same activity and integral to the overall actions being undertaken.¹ Furthermore, while some predevelopment work directly pertaining to the defined project is allowed, predevelopment is site specific to the capital investments needing to be made. HEAP did not waive the requirements of CEQA.

¹ California Environmental Quality Act, California Public Resources Code Sections 21000 et seq